



July 6, 2006

Managing Performance Management: Learning from recent initiatives

- DSHS Overview
- Initiatives for Improving State Government Performance: Alignment
- Government Management Accountability and Performance (GMAP)
- What Worked in POG and GMAP
- Challenges In Front of Us
- Example: Children's Administration
- Lessons Learned
- Suggestions
- Attachments

Citizen Advisory Board on State Government Performance Special Meeting

Presented by:

Liz Dunbar, Deputy Secretary

Department of Social and Health Services (DSHS)



DSHS Overview

Organizations and Employees

DSHS Administrations (Total FTE* Allotment: 17,963.8)

- Aging and Disability Assistance Services (4465.6)
- Children's Administration (2406.1)
- Economic Services Administration (4372.7)
- Health and Recovery Services Administration (4098.8) (medical care programs; mental health; alcohol and substance abuse treatment)
- Juvenile Rehabilitation Services (1134.8)
- Public Affairs (785.9)
(including vocational rehabilitation; sex offenders rehabilitation; assistance to deaf and hard of hearing communities)
- Management Operations (699.9)

*FTE = Full-Time-Equivalent, based on FY06 data

Data Source: Office of Financial Management

Clients We Served: July 2003 – June 2004

DSHS Programs	Number of Clients	Use Rate
Aging and Adults Services	60,758	1%
Developmental Disabilities Services	34,797	0.6%
Children's Services	196,505	3.2%
Economic Services (including Child Support Enforcement)	1,501,583	22.6%
Medical Assistance	1,251,948	20.3%
Mental Health Services	132,397	2.2%
Alcohol and Substance Abuse Services	57,530	0.9%
Juvenile Rehabilitation Services	4,189	0.1%
Vocational Rehabilitation Services	29,659	0.5%
DSHS Agency Total	2,097,141	32.3%

Funding Sources

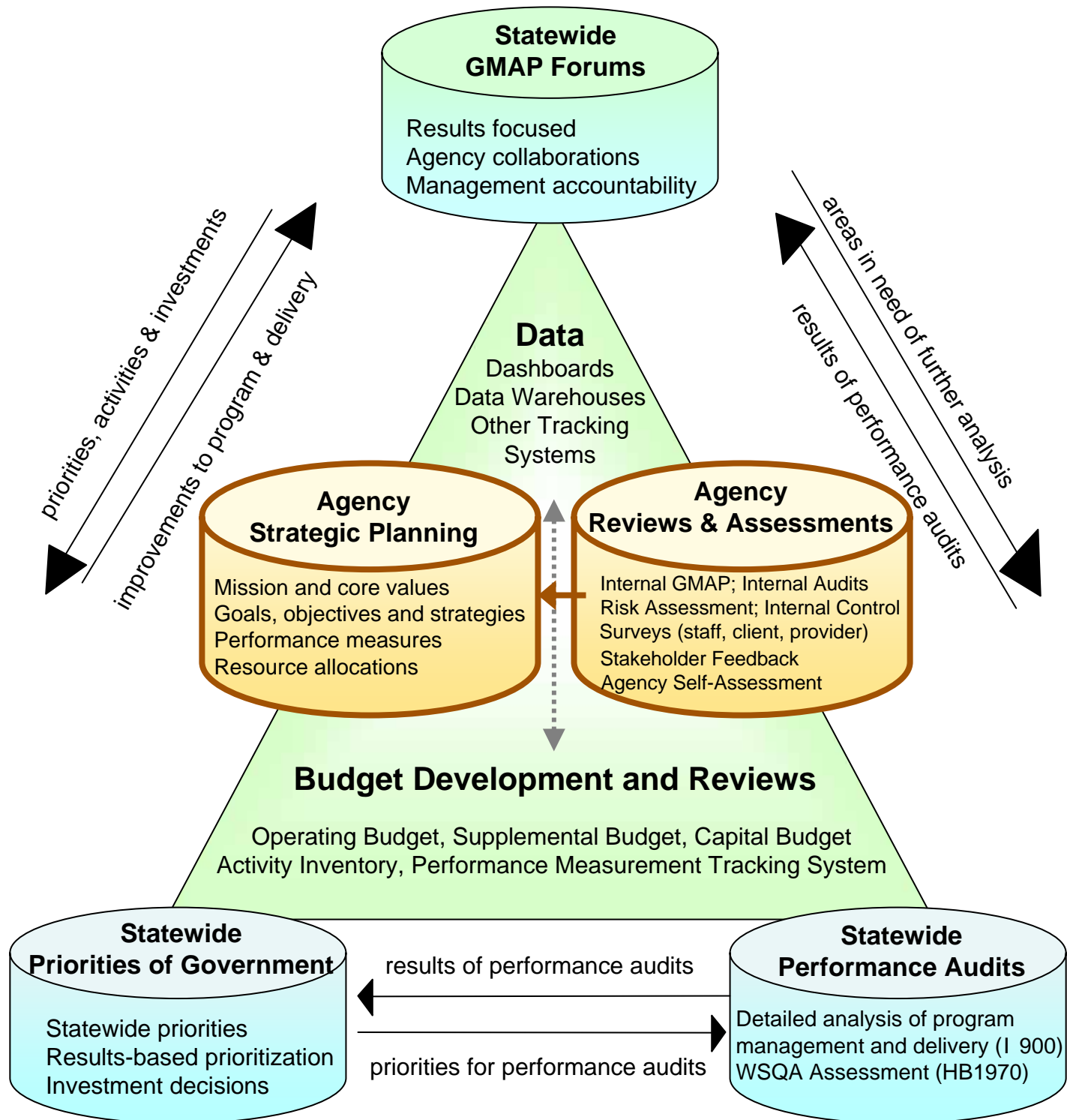
All Funds (Fiscal Year 2006): \$ 8.49 Billion

Federal Funding: \$4.16 Billion (49%)

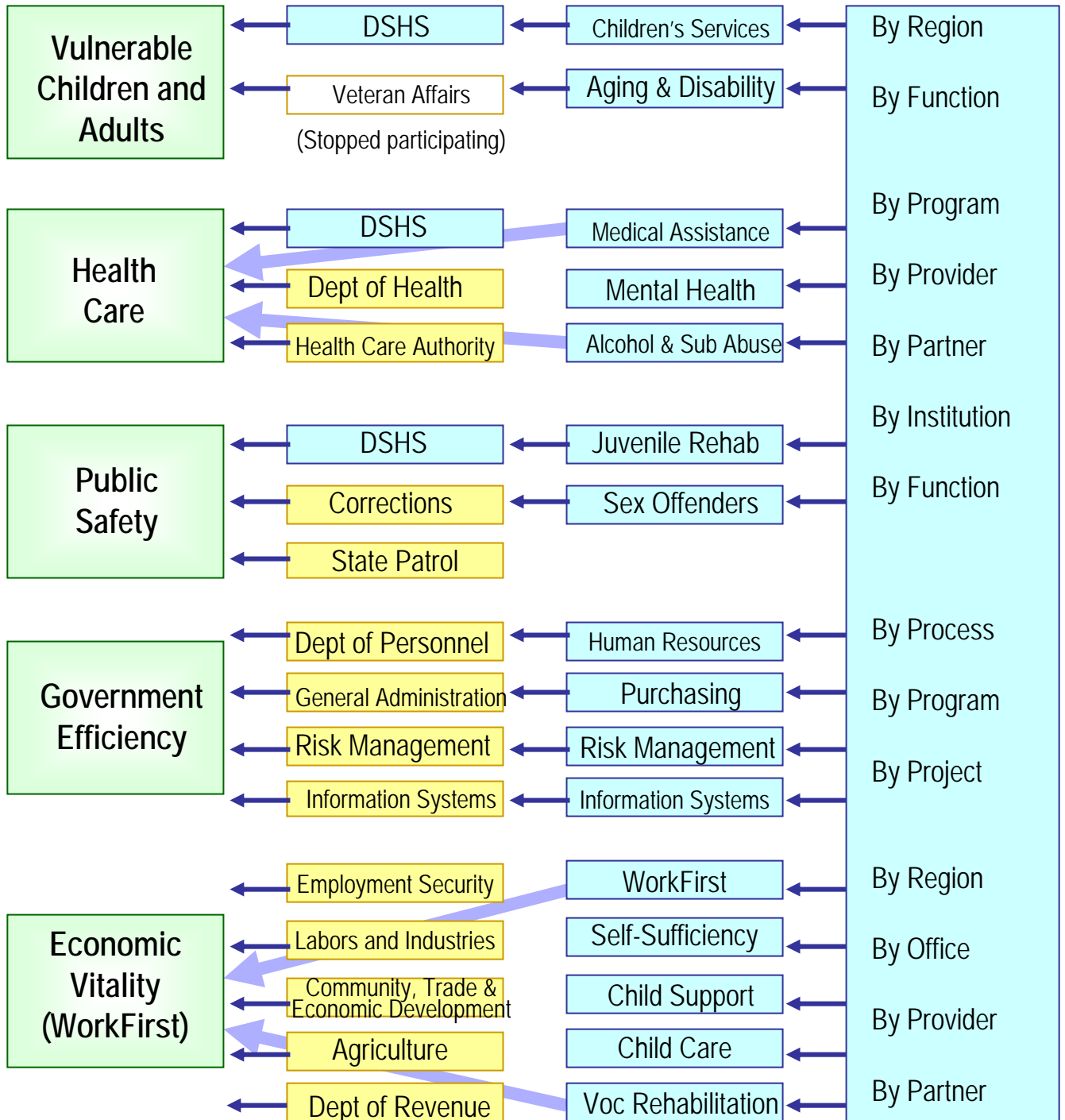
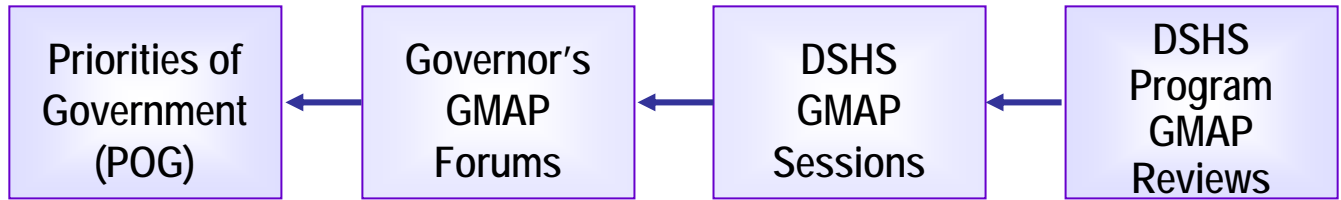
State Funding and Others*: \$4.33 Billion (51%)

* Including other local funding sources

Initiatives for Improving State Government Performance: Alignment



Government Management Accountability and Performance (GMAP)



What Worked in POG and GMAP

Getting Leadership Commitment

- From the Governor and her senior staff
- From DSHS Secretary and her Executive Leadership Team

Building On Previous Experiences

- From DSHS Program and Fiscal Reviews
- From Balanced ScoreCard; Accountability ScoreCard
- From Performance Agreements

Clarifying Priorities

- By strategic planning discussions
- By allocating resources to most needed areas

Solving Problems

- By bringing together different agencies with shared goals
- By getting support and assistance from the Governor

Challenges In Front of Us

Alignment Difficulties

- Due to the size and complexity of DSHS programs
- Due to different interest and demand of many stakeholders
- Due to the need for new performance measures for new priorities

Lack of Resources

- Existing technology doesn't always meet our needs
- Losing analytical capacity as a result of budget reduction
- No funding for needed staffing to support GMAP

Managing Workload

- Multiple planning meetings for each GMAP Forum
- Intensive coordination with partnering agencies and the Governor's GMAP Office
- Staff work long hours and weekends to catch up workload

Example: Children's Administration (See Attachments)

Program Overview

- Protecting the safety and well-being of vulnerable children
- Improving stability of children under our care
- Finding permanent homes for legally free children

High Priority of the Governor

- The first topic for the Governor's GMAP Forum in June 2005
- Requesting higher performance standards
- Allocating new resources to reduce workload ratio

Always in the Spotlight

- Community cares about protecting children and families
- Media pay close attention to children's safety issues
- High profile cases last for many years

Different Stakeholders have different focuses and demands

- Stakeholders have different reporting requirements
- Different performance measures for different audiences
- All reporting activities are difficult to integrate or coordinate centrally

Lessons Learned

Good Communications throughout the processes is critical

- Standardized protocol encourages common procedures
- Central contact point ensures people are informed as needed
- Clear communications save time and confusions

Cannot Sustain “Do More with Less”

- When we try to do everything, we cannot do anything well
- Employees' morale and well-being shouldn't be compromised
- Leaders and managers can also get burned out and miss very important issues

Ask How the Review Could Add Value to Existing Performance Management

- Think again if the added value is not very clear
- Talk to managers and staff to get more understanding
- Ask if staff time is taken away from doing the work or making improvements because of the reviews

Suggestions

Alignment and Coordination with Existing Reviews Could Improve Efficiency and Lead to Better Outcomes

- Avoid duplicative review activities
- Avoid taking away unnecessary staff time
- Avoid using different contact persons for similar reviews of programs

Think More Carefully Before Forming Task Forces or Workgroups if Funding is not Available

- Too often we use our current resources to staff the legislative task forces or workgroups, which creates more workload issues for the staff
- It's important that we use our limited staff resources wisely

Get Familiar with Agency Performance Management Information Before Making Decisions on New Reviews

- Many times the needed information is already available
- Understand the systemic focuses of the organization before planning for the reviews

Attachment 1

Children's Administration Oversight Mechanisms

Oversight Group	Oversight Process
Governor's GMAP Office	<ul style="list-style-type: none"> ■ Governor's GMAP Forums ■ DSHS Internal GMAP Sessions
Federal Oversight on Child and Family Services Review (CFSR) (See Attachment 3)	Program Improvement Plan (PIP): <ul style="list-style-type: none"> ■ Federal review once every 3 years ■ Quarterly reporting and monitoring
Task Forces and Workgroups (See Attachment 4)	Various meeting and reporting schedules
Braam's Panel – Foster Care Lawsuit Settlement Agreement Implementation Plan (See Attachment 5)	<ul style="list-style-type: none"> ■ Panel meets at least quarterly ■ Reporting and monitoring twice a year
Legislative Committees	<ul style="list-style-type: none"> ■ Various meeting schedules ■ Yearly reports

Implications

- Each group has the potential for proposing new performance measures.
- Oversight causes reactions and may not move the system in the right direction.
- Oversight often focuses on addressing problem areas reactively, not systemically.

Question: What will really move the system in the right direction?

We need to first address “foundational issues” by creating:

- New Practice Model
- Child Protection Services and Child Welfare Services Redesign
- New Statewide Automated Child Welfare Information System (SACWIS)
- Contract Review
- Improved Business Processes

Attachment 2

Cumulative Effect of Multiple Reporting Agendas

Reporting Agenda and Requirement	Performance Measures or Standards	Action Steps*	Sub-Steps
Federal Child and Family Services Review, Program Improvement Plan (PIP) (report quarterly)	30 measures	96	517
National Child Abuse and Neglect Data System (report annually)	2 measures 146 elements	N/A	N/A
Adoption and Foster Care Analysis and Reporting System (report every 6 months)	9 measures 103 elements	N/A	N/A
Braam Panel for Foster Care Lawsuit Settlement Agreement Implementation Plan (report every 6 months)	53 measures	87	437** (approx)
Accreditation (report when needed)	747 standards	N/A	N/A
Child Fatality Reviews (report when needed)	N/A	31	199
Governor's GMAP (report quarterly)	7 (18 slides)	21, but can vary	N/A
DSHS Internal GMAP (report quarterly)	7 (26 slides)	21, but can vary	N/A
OFM Performance Measures Tracking System (report quarterly or annually depending on the measures)	5 measures	N/A	N/A
Total of PIP/Braam/Child Fatality Unduplicated Reporting Items***	N/A	169	898

- * Level of effort of each action step and sub-step varies significantly. Some action steps require major re-engineering of a process, program, or system. Many implementation activities require significant training and additional expenditure and time commitment from line staff, who are already carrying high caseloads.
- ** Numbers are based on the Braam Panel's February 2006 implementation plan. In the original agreement, there were 54 action steps and 286 sub-steps.
- *** Some steps are contained in both PIP and Braam. Of the 31 Child Fatality Review Steps, 20 are in PIP or Braam.

Concerns

- Lacks systemic focus or organizing principles.
- Addresses downstream dysfunction rather than core issues.

Attachment 3 (Part 1)

Child and Family Services Review Indicators

Indicators	Safety Outcome 1
Item 1	Timeliness of investigations***
Item 2	Repeat maltreatment
	Safety Outcome 2
Item 3	Services to prevent removal
Item 4	Risk of harm
	Permanency Outcome 1
Item 5	Foster care re-entry***
Item 6	Stability of foster care placements
Item 7	Permanency goal for child
Item 8	Reunification, guardianship and placement with relatives
Item 9	Adoption (Case Review Results)
Item 10	Other planned living arrangement
	Permanency Outcome 2
Item 11	Proximity of placement
Item 12	Placement with siblings
Item 13	Visiting with parents and siblings in foster care
Item 14	Preserving connections
Item 15	Relative placement
Item 16	Relationship of child in care with parents
	Well Being Outcome 1
Item 17	Needs/services of child, parents and foster parents
Item 18	Child/family involvement in case planning
Item 19	Worker visits with child
Item 20	Worker visits with parents
	Well Being Outcome 2
Item 21	Educational needs of child
	Well Being Outcome 3
Item 22	Physical health of child
Item 23	Mental health of child

Attachment 3 (Part 2)

Child and Family Services Review Indicators

System Factors

Item 1	Statewide Information System
Item 2	Case Review System
Item 3	Quality Assurance System
Item 4	Training
Item 5	Service Array
Item 6	Agency Responsiveness to the Community
Item 7	Foster and Adoptive Parent Licensing, Recruitment and Retention

Attachment 4

Legislative Task Forces, Workgroups, and Reports

Sirita Child Safety Task Force: Established during the 2005 session.

- Meetings held in August, September, October, November of 2005 (3 ½ hours each)
- Meetings held and scheduled for 2006; May (3/12 hours), August (8 hours)
- Sirita subcommittees held and scheduled for 2006; 4 meetings in June (3 ½ hours each)
- Sirita subcommittees; 4 meetings to be held in July and August (8 hours each)

Administration & Delivery of Services to Children & Families:

Established during the 2005 session.

- Meetings held in July, August, September, October, and November of 2005 (3 ½ hours)
- Meetings held and scheduled for 2006; May, June, July, August, and September (3 ½ hrs)

Legislatively Mandated Workgroups from the 2006 session:

1. Expungement and record retention workgroup will require minimum of six, 4 hour meetings.
2. MTCC workgroup; four, 4 hour meetings
3. Foster Parent Retention workgroup; three, 4 hour meetings
4. Adoption workgroup; minimum of four, 4 hour meetings
5. Extending Foster Care Services for 18 to 20 year olds; minimum of five, four hour meetings.

Neglect Legislation from 2005: Not legislatively mandated, but necessary to implement; minimum of six, 4 hour meetings.

There are 17 legislatively mandated reports to the legislature for 2006.

Attachment 5 (1 of 8)

Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Implementation Plan

- 53 Benchmark measures
- 87 Action Steps
- 437 sub-steps (approx)

ALERT!

RED

March 30, 2006

The following charts indicate the scope and magnitude of the expected progress and pace of making improvements. Large circles represent measures and smaller circles indicate the percent of progress required each year.

Placement Stability

GOAL 1: Each child in the custody of the Department shall have a safe and stable placement with a caregiver capable of meeting the child's needs.



Rectangles with BLACK TABS indicate new action steps developed by Braam Panel in the February 2006 Implementation Plan.

SHADED boxes indicate COMPLETED items. Lightly shaded boxes indicate that implementation has occurred; however, additional steps are still in progress (such as reporting). Status is based on CA's December 2005 Braam status report.

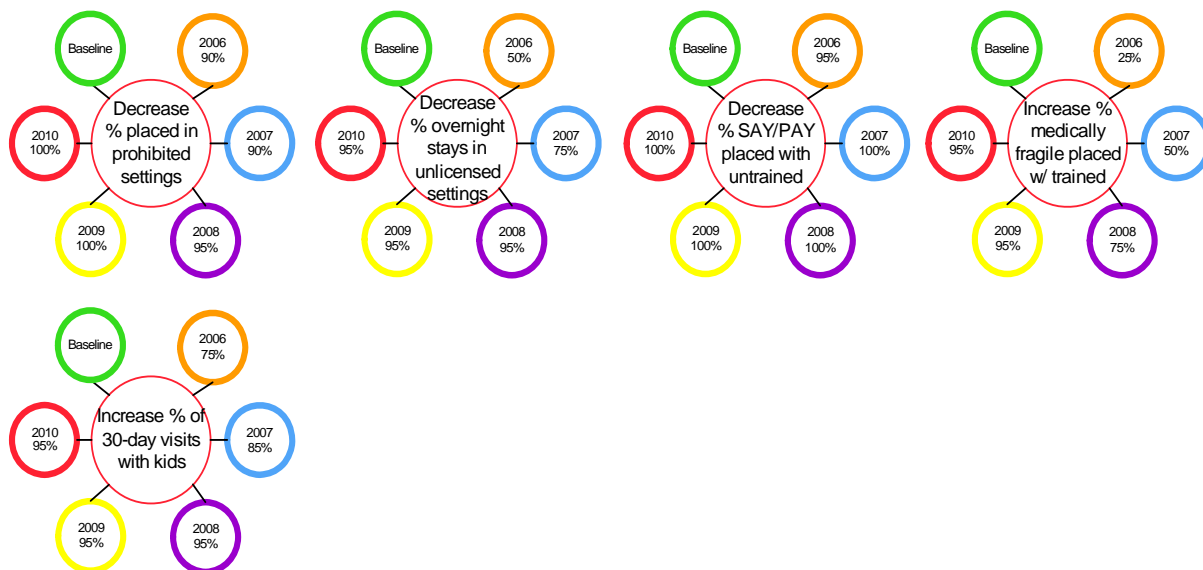
Action Steps that support multiple Practice Areas are listed in the section where they first appear and include an indicator for the other areas in which they appear (i.e. "SS" = Sibling Separation)

Attachment 5 (2 of 8)

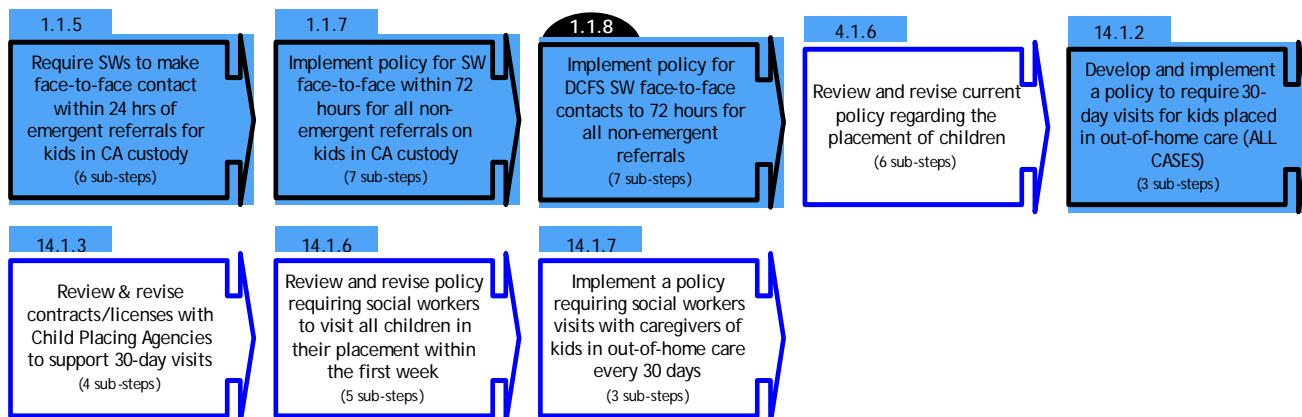
Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Unsafe / Inappropriate Placements

GOAL 1: All children in DCFS's custody shall be placed in safe placements .



GOAL 2: The State shall continue to meet or exceed the federal standard for out -of-home care safety measure.

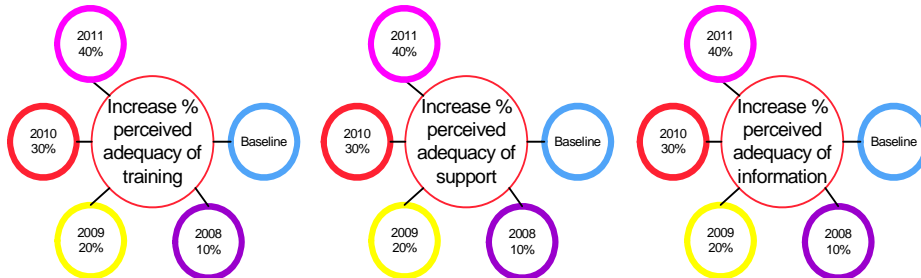


Attachment 5 (3 of 8)

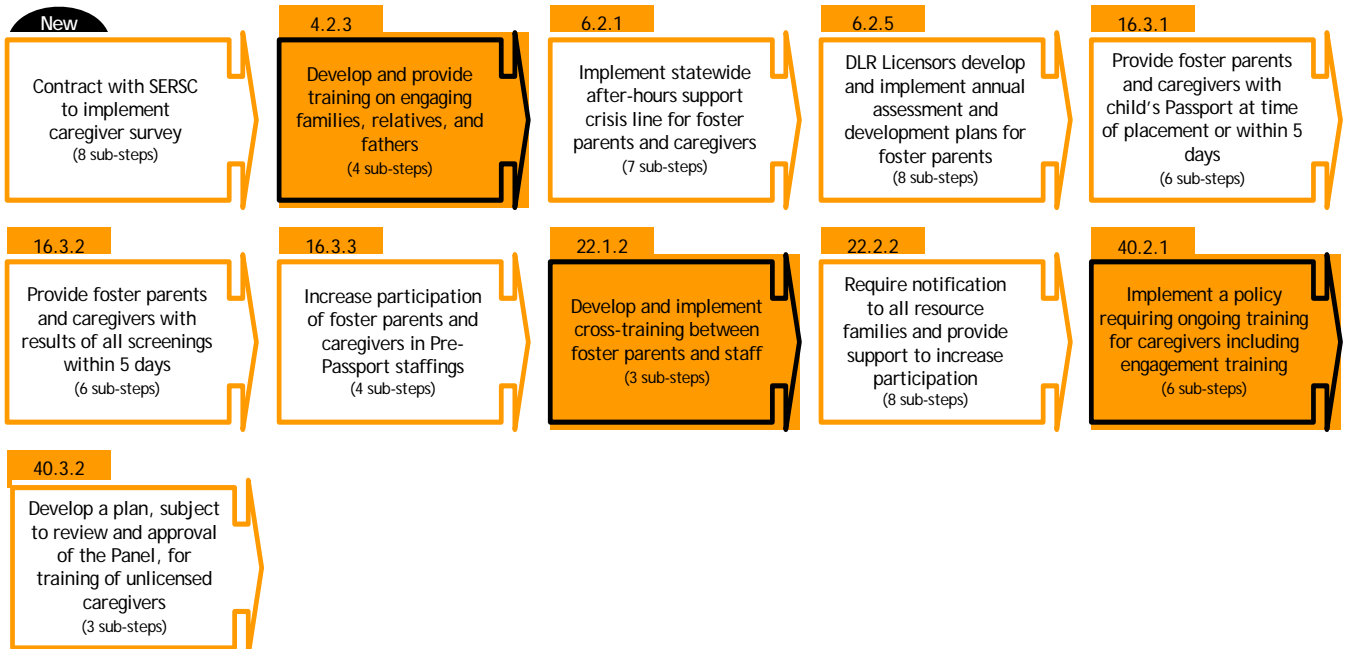
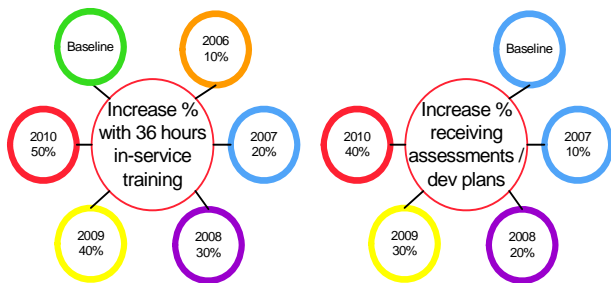
Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Foster Parent Training and Information

GOAL 1: Caregivers shall be adequately trained, supported and informed about children for whom they provide care so that the caregivers are capable of meeting their responsibilities for providing for the children in their care.



GOAL 2: The Department shall offer and provide accessible pre-service and in-service training to all caregivers sufficient to meet the caregiving needs of children in placement.

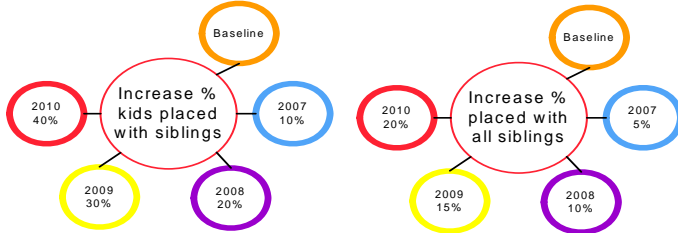


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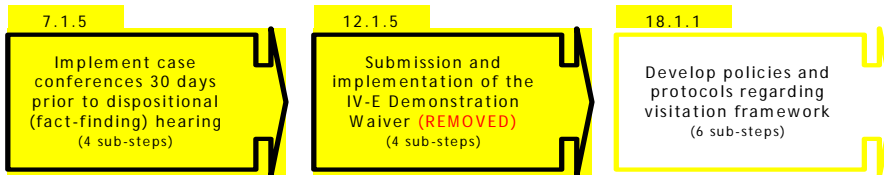
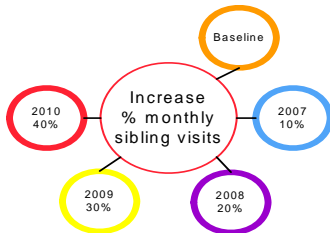
Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Sibling Separation

GOAL 1: Improve the quality and accessibility of services to adolescents in the custody of DCFS consistent with the allegations set forth in Section II, Paragraph 2.3 of the Plaintiffs' Fifth Amended Complaint.

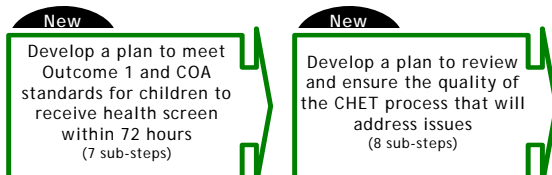


GOAL 2: Frequent and meaningful contact between siblings in foster care who are not placed together and/or those who remain at home should occur, unless there is a reasonable basis to conclude that such visitation is not in the best interest of the children.



Mental Health

GOAL 1: Each child in the custody of DCFS shall have an initial physical and mental health screening within 30 days of entry into care.

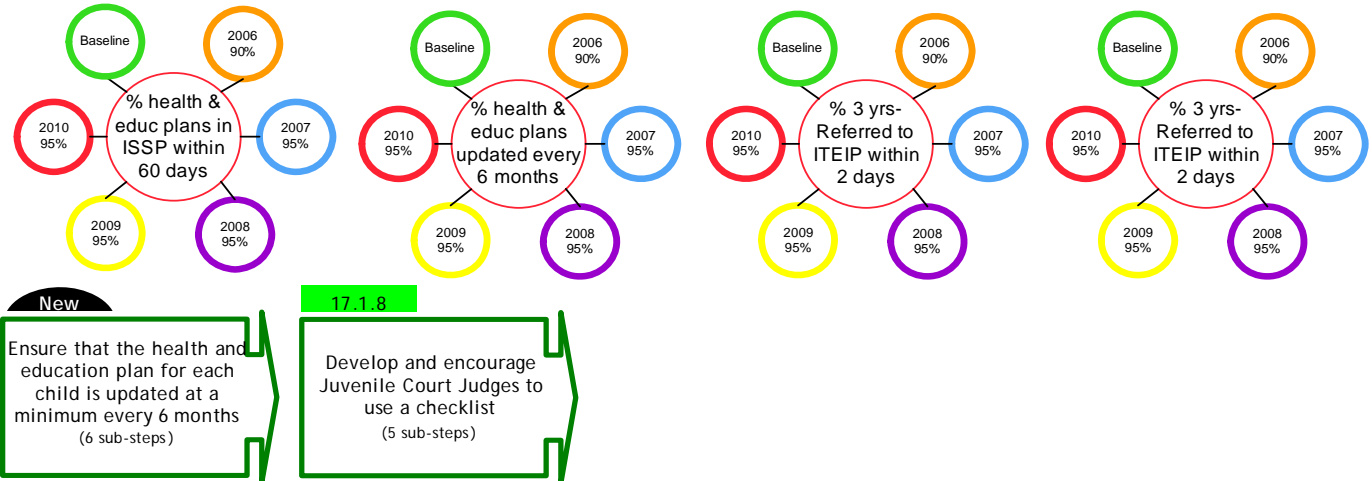


Attachment 5 (5 of 8)

Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Mental Health (continued)

GOAL 2: Plans to meet the special needs of children in the custody of DCFS will be included in child's Individual Service and Safety Plan (ISSP).



GOAL 3: Children in the custody of DCFS shall receive timely, accessible, individualized and appropriate mental health assessments and treatment by qualified mental health professionals consistent with the child's best interest.

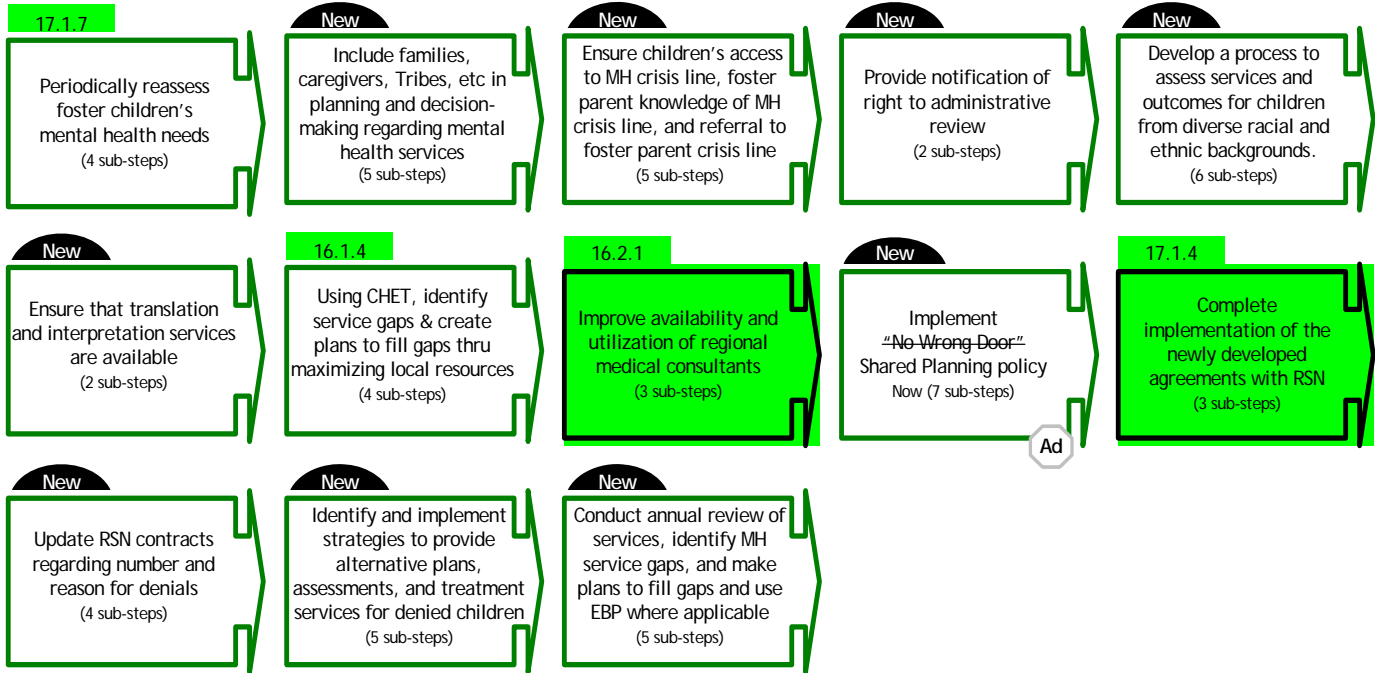


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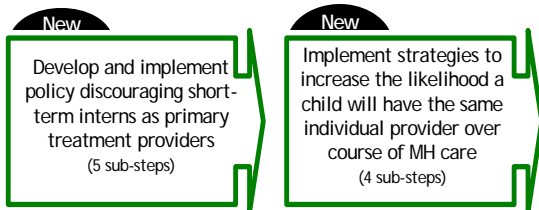
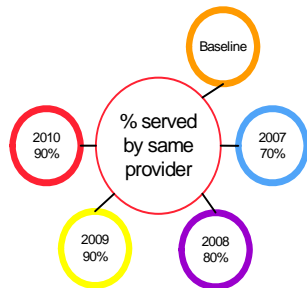
Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Mental Health (continued)

GOAL 3: continued



GOAL 4: Continuity of treatment providers will be maintained, except when it is not in the best interest of the child.

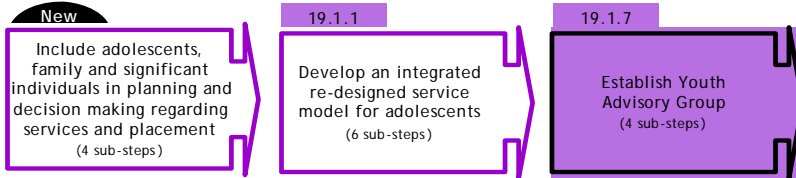


Attachment 5 (7 of 8)

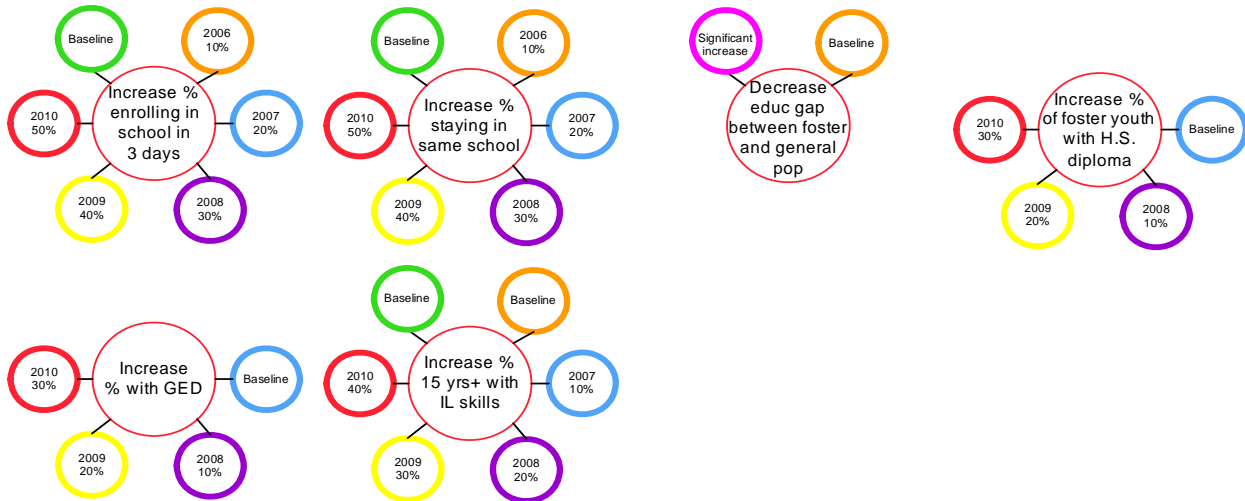
Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Services to Adolescents

GOAL 1: Improve the quality and accessibility of services to adolescents in the custody of DCFS consistent with the allegations set forth in Section II, Paragraph 2.3 of the Plaintiffs' Fifth Amended Complaint .



GOAL 2: Improve the educational achievement of adolescents in the custody of DCFS and better prepare them to live independently .



Attachment 5 (8 of 8)

Braam Foster Care Lawsuit Settlement Agreement Implementation Plan

Services to Adolescents (continued)

GOAL 3: Reduce the number of adolescents on runaway status from foster care.

